

**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)**

Funded By U.S. Agency for International Development

RECRUITMENT PHASE II

Final Report

**Deliverable for ICTI Component, Task No. 422.2
Contract No. 278-C-00-98-00029-00**

April 2002

This report was prepared by Richard D. Kingston, in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.

Table Of Contents

1. Introduction	2
2. Objective of the Consultancy	2
3. Approach, Methodology and Observations.....	3
4. Recommendations for Continued HRD Assistance for MoICT under the AMIR 2.0 Program....	7

Annexes:

Additional People Met.....	9
MoICT Organization.....	10
e-Government (PMO) Organisation	16
Recruitment for the MoICT e-Government Department (PMO)	19
Advertisement for PMO Recruitment (JPG).....	20
Status of Recruitment – eGovernment (Excel).....	22
Draft Projected Outline Timings for PMO Recruitment.....	24
(As at 30 March 2002)	24

1. Introduction

HM Government of the Hashemite Kingdom of Jordan wants to improve the national economy and create jobs by attracting investment into the information and communication technology (ICT) sector, promoting the use of ICT nationally and by establishing Jordan as a regional ICT center and hub. Additionally, to facilitate national economic development, HM government wants to streamline the operation of the national administration by introducing more effective and transparent principles and practices into its operations.

1.1 Vision for ICT in Jordan

A vision for the ICT sector in Jordan was prepared following a workshop, which was held at a Dead Sea resort during September 2000.

“An Information and Communications Technology Sector in Jordan in which the free market is given the widest possible scope to contribute to the economic development of the country. It is the policy of the Government of Jordan to play its role by creating the legal, institutional, and commercial environment in which this market is nurtured, grown and sustained.”

The central pillar of the government’s program is the creation and effective operation of the Ministry of Information and Communication Technology (MoICT) and recommendations have been made to re-engineer the previously existing Ministry of Posts and Communication to take on new responsibilities in relation to this role and to become the Ministry of Information and Communication Technology (MoICT).

1.2 Implementation Plan

An “Implementation Plan” for re-engineering the Ministry was prepared by a previous consultancy. The Ministry is currently implementing the recommendations contained in the Plan.

2. Objective of the Consultancy

In keeping with the challenge described above, this consultancy has the objective to assist the Minister of Post and Communications - MoPC (now Minister of Information and Communication Technology - MoICT) in staffing the new Ministry. This will consist of an ongoing program to recruit suitable staff, train them in current management practices, and create an operational environment in which each employee is challenged and rewarded in accordance with his/her contribution. The immediate objective of this phase will be to work with MoICT senior management in creating an effective organization for the Ministry and then to work with MoICT HR staff and the appointed local recruitment agency to locate and identify good quality candidates for management and professional positions within the Ministry. The consultant will participate actively in the recruitment

process, from preparation of advertisements to induction of new appointees into the Ministry.

3. Approach, Methodology and Observations

The main emphasis during this project period has been on reviewing the organization of MoICT and on recruiting managers and professionals for the Ministry.

Additionally, discussions were held with the AMIR Private Sector Policy Initiative (PSPI) Component Leader in relation to proposed assistance for the Ministry of Industry and Trade in the form of a HR Audit of Jordan Investment Board (JIB), Jordan Export Development Corporation (JEDCO), Jordan Industrial estates Corporation (JIEC) and the Free Zones Corporation (FZC). In the event, however, this assistance was provided by other means, however, a valuable insight was gained into the proposed establishment of the Jordan Authority for Economic Development (JAED). Other tasks were performed in response to urgent need and requests from Ministry senior management.

The approach and methodology which were employed are detailed below:

3.1 MoICT Organization

The existing organization structure of the Ministry was prepared over a year ago and has been modified slightly since. Now that MoICT is becoming more fully operational, it was decided that this would be a good time to review the organization and make-up of the Ministry in light of the experience over the past year. Discussions were held with senior managers from each department and a revised organization proposed. This subject was also reviewed at a “Top Team” workshop, which was held during the project period.

A revised organization chart has been prepared following discussions at the Top Team Workshop and this is shown at Annex 2a-2e.

In collaboration with the EDS consultants, particular attention has been given to creating an outline organization for a Program Management Office (PMO) for e-Government projects and a great deal of time and effort was spent on this task working alongside EDS and AMIR colleagues.

3.2 Recruitment

The most critical of all HRD challenges which MoICT faces at present is to recruit qualified, well-motivated managers and professionals for the Ministry. It is the policy of the Ministry of Information and Communication Technology not to compromise on quality in this area.

3.2.1 The Recruitment Process

A structured approach to the recruitment process was employed:

- The organization of respective departments was agreed with respective MoICT senior managers.
- Recruitment priorities were agreed for individual positions.
- Advertisements for positions were prepared in collaboration with the ICT Promotion department and recruitment agency and published in the principal local Arabic language daily newspaper “Al Rai”.
- Applications for employment were received, initial filtering of applications was carried out and personnel profiling was carried out by the agency and reports prepared.
- CV’s and personnel profiles for short-listed candidates were received from the recruitment agency and discussed with MoICT senior managers.
- Candidates were subsequently interviewed by the recruitment committee under the guidance and supervision of the consultant.. Both personnel and operational assessment were carried out and results collated onto a standard form (The committee incorporated representation from the Civil Service Bureau..
- The committee made an assessment of the potential of each candidate for employment.
- Before any final recommendation was made to the line manager, the candidate’s credentials were checked
- Both personal and professional references were taken by MoICT senior managers and the consultant on behalf of the Ministry.
- The final decision on whether and whom to employ was taken by the respective line manager.

3.2.2 Priorities

Urgent requirements including the position of Head of HRD and those positions required to establish the Policy and Strategy department, were advertised on 10th March and interviews held during the project period

Currently, the Ministry’s highest recruitment priority is for managers and professionals to operate the e-Government Program Management Office (PMO) and for Project Managers to work on the fast-track eGovernment projects. An advertisement for PMO positions which appeared in “Al Rai” is shown at Annex 5. The status of recruitment for the e-Government PMO is shown in Annex 6.

3.2.3 Interviewing Skills

In order to optimize the performance of the interview committee, MoICT officials who participate in interviews have been encouraged to attend training in Recruitment and Interviewing Skills.

A highly-regarded course on the subject is currently available at the British Council. However, it is hoped that this course will shortly be adapted to include the Ministry’s

recruitment procedures for delivery locally by the Ministry's Training Unit. Formal training provided will be augmented by coaching from the consultant.

3.3 Appointment

Once a decision had been made to appoint an individual, the appointment procedure was initiated:

- Final approval of the successful candidate was sought from the Prime Minister's office as soon as selection was made.
- Once final approval had been received, the appointment was confirmed and a start date agreed.

3.3.1 Appointments Made

To date, the following appointments have been made:

- Director of Administration and Support (although the appointee has now left the Ministry).
- E-Government Project Manager (2 positions)
- MS Support Help Desk Manager
- Head of IT Support
- ICT Education Policy Adviser
- Business Development Manager (IT)
- Minister's Personal Representative
- Head of Business Development

3.3.2 Pending Appointments

A possible candidate has been identified for the position of Head of Human Resource Development and references are currently being taken.

The following appointments are currently "in the pipeline" and it is hoped that agreements may be concluded shortly.

- e-Government Project Manager (1)
- Administrative Assistant for ICT Promotion Department
- Head of Change Management (e-Government PMO)

The overall status of recruitment at the Ministry is shown in a table at Annex 6.

3.4 "Junior Professional" Program

This scheme is designed to appeal to potential "high flyers" having little experience. The program will give them:

- Experience of live work.

- Mentoring, support, guidance and encouragement.
- A nominal salary (eg JD300-400 pcm).
- Assistance in finding gainful permanent employment at the conclusion of their “internship” in the event that the individual does not take up a position in the Ministry.

In exchange for:

- First refusal in relation to employment.
- High quality work performance on Ministry projects.
- Input to the Ministry’s vision and its achievement.

The scheme is currently being piloted with a single participant and results to date have been encouraging. It has therefore been decided to continue with and to expand the scheme, which, it is hoped will help to overcome some of the difficulties the Ministry has faced in finding suitable well-qualified experienced candidates within the salary range we are able to offer.

The program is coordinated and mentored by the Ministry’s ICT Education Adviser and the consultant maintained an overview of the initiative and liaised with both the Adviser and the “Junior Professional” in relation to the operation of the scheme.

3.5. Ongoing and Other Tasks

In addition to the tasks specified in the scope of work, the consultant participated as an integral member of MoPC staff, focusing on collaborative participation and transfer of skills and know-how to the Jordanian members of staff and in strategic planning for the Ministry. Additionally, the consultant carried out the following tasks:

3.5.1 “Top Team” Workshop

The consultant assisted the Secretary General with the organization of and follow-up to a “Top Team Workshop” during which the organization of the Ministry was discussed, and the Strategic Plan reviewed.

A revised organization chart for the Ministry appears at Annex 2a-2e..

3.5.2 Mentoring for The Director of Administration and Support

The consultant provided day-to-day mentoring and assistance to the newly-appointed Director of Administration and Support. Unfortunately, the director left the Ministry during this project period.

4. Recommendations for Continued HRD Assistance for MoICT under the AMIR 2.0 Program

The formalities of the establishment of the new Ministry have been approved and the change of name has now taken effect.

Major HRD challenges to be faced at this stage continue to include further recruitment of key managers and professionals as well as integration and consolidation of the Ministry into an effective institution. In order to secure professional standards of performance and sustainability of these on the eventual conclusion of the present AMIR project assistance, consideration will need to be given to a number of key development areas.

4.1 Recruitment

The principal focus remains on recruitment of key managers and professionals to enable the Ministry to meet its obligations. The most pressing current requirements are for:

- Managers and professionals to staff the e-Government Program Management Organization (PMO).
- E-Government Project Managers to be responsible for fast-track e-Government projects.
- Director of Administration and Support (since the previous Director left in difficult circumstances).
- Head of Human Resource Development to assist with and ultimately take on the overall responsibility for recruitment, personnel, training and management development as well as for all of the processes within those disciplines.
- Recruitment of Counterparts to the AMIR Advisers particularly for the positions of Director of Policy and Strategy, Director of ICT Promotion and Director of e-Government. Not only would this secure sustainability but will provide “home base” cover for when the Advisers have to travel.

4.2 Institutional and Management Development

- “Grooming” of the Counterparts to prepare them to eventually take full responsibility for the role.
- Introduction of a performance measuring process across the Ministry with monthly reporting and reviews.
- Adoption of the proposed appraisal, personal development planning and management development scheme across the Ministry.
- Integration and consolidation of the Ministry including:
 - Communication issues
 - Team working issues
 - Leadership issues

- Creation, where necessary and documentation of the Ministry's organization, the respective roles and responsibilities of departments and individuals, applicable laws, by-laws, rules and regulations and standard operating procedures (SOPs).
- Promotion of principles and practices leading for improvement in performance including fundamental management skills and techniques.
- Development of a Training Strategy, training procedures and an annual training program for the Ministry.
- Creation of a Succession Plan for all key management and professional positions at the Ministry.

4.3 Junior Professionals Scheme

In order to overcome the deficiency in key skills and to provide opportunities for well-qualified individuals to illustrate their potential, the pilot Junior Professionals scheme should be expanded and broadened.

In the short-term, because of the pressing need to staff the Ministry, the focus will be principally on the recruitment of managers and professionals for the Ministry.

Annex 1**Additional People Met**

- | | | |
|-----|----------------------------|--|
| 1. | Charles Krakoff
(PSPI). | AMIR Team Leader, Private Sector Policy Initiative |
| 2. | Reginald Miller | AMIR Component Leader, ICT Initiative (ICTI) |
| 3. | Rebecca Sherwood | AMIR - ICTI |
| 4. | Sherry Youssef | AMIR - ICTI |
| 5. | Oraib Toukan | AMIR - ICTI |
| 6. | Abed S | AMIR - ICTI |
| 7. | Dave Arthur | EDS - PMO |
| 8. | Beth Rohde | EDS - PMO |
| 9. | Tariq Mahmoud | EDS - PMO |
| 10. | Ken Donaldson (AMIR) | AMIR (HR) |

MoICT Organization

Annex 3

e-Government (PMO) Organisation

Annex 4**Recruitment for the MoICT e-Government Department (PMO)**

I have met with Mahmoud this morning (18 April 2002) to discuss the e-Government department and we collectively understand the position to be as follows:

The ultimate organisation of the E-Government department is as per the attached diagram.

Counterpart to the Director

2. A counterpart will be sought for MK. This person will work alongside "shadow" MK and be "groomed" to succeed in due course. Transfer of knowledge, skills and attitudes will take place gradually and initially, MK will have all responsibility while the counterpart will observe. Ultimately, the counterpart will have all responsibility while MK will observe and monitor.
3. This person will be recruited by MoICT on government terms. MoICT will try to recruit this position but it may be (indeed, it is likely) that we will be unable to recruit such a person at the "approved" salary rate for the position. In this case, a special case will need to be made to the Prime Minister's office for an exceptional salary scale.
4. The position of "Deputy Director" will not be a distinct separate position but the title of deputy will be held by someone holding a position of Head of Section. It is likely that the title of Deputy Director will be held by Head of Programme Management and it is proposed to insert the additional in the Job Description "Deputise for the Director in his/her absence.
5. Initially, candidates will be sought for and some appointees will take on multiple roles as follows:
 - Financial Manager and Contracts manager will initially be combined.
 - Head of Technology Services and Architect positions will be combined.
 - Infrastructure? Content? Contact Centre Manager?

Annex 5

Advertisement for PMO Recruitment (JPG)



المحكمة في خدمتكم your government at your service

Unique Opportunities in eGovernment

Jordan has recently established a new vision for improved citizen services, a more engaged citizenry and a focus on international competitiveness. More than simply a project or programme, Jordan's eGovernment initiative is a national agenda.

This Jordan-wide initiative is aimed at transforming the government's relationships with its citizens through streamlining government procedures and deploying technology to optimise government service delivery. Coordinating the development and implementation of this national programme is the responsibility of the eGovernment Programme Management Office (PMO) at the new Ministry of Information and Communication Technology (MoICT). We are now recruiting dynamic, well-qualified and capable people to manage and implement this exciting initiative.

Employment within the new Ministry will be unlike working in any other public sector organization within Jordan. You will be limited only by your own capability and rewards will reflect your achievement against challenging targets.

HEAD OF PROGRAMME MANAGEMENT

Reporting to the Director of eGovernment, you will have overall responsibility for effectively managing the PMO, acting as the custodian of the programme management process and taking ownership of project management procedures, planning and implementation.

HEAD OF PROGRAMME ADMINISTRATION

Reporting to the Director of eGovernment, you will have overall responsibility for administration and support services within eGovernment, including co-ordination of RFP preparation, finance, contracts, documentation and logistics.

HEAD OF CHANGE MANAGEMENT

Reporting to the Director of eGovernment you will ensure effective project implementation through alignment of strategy, process, technology and people. Key elements will include business process re-engineering, change management and organisational development.

HEAD OF TECHNOLOGY SERVICES

Reporting to the Director of eGovernment you will have overall responsibility for monitoring and setting technological trends and standards. You will establish and track the integrity of the eGovernment architecture and will be overall responsible for all IT security issues.

QUALITY, RISK AND REPORTING MANAGER

Reporting to the Head of Programme Management, you will ensure that all project documents and deliverables conform to PMO and government standards. By using internationally recognised standards, you will monitor risks to ensure the integrity of the scope of eGovernment projects and will develop and implement an effective reporting cycle.

BUSINESS CASE AND RESOURCE MANAGER

Reporting to the Head of Programme Management, you will ensure all business cases are produced in a consistent and effective manner to facilitate decision making and will manage the human and infrastructure resource requirements to minimise risk in the PMO. Key elements will include Cost Benefit Analysis and Return on Investment.

SECURITY MANAGER

Reporting to the Head of Technology Services, you will prepare and operate the IT Security Policy for the Government of Jordan and will ensure security policy and standards are in existence for all eGovernment systems both operational and under development. You will liaise with the developers and administrators of the Government's IT systems to ensure that security issues are given due consideration in the overall system architecture and management. Moreover, you will minimise the impact of security measures on the operational efficiency of the systems and staff.

To be considered for these positions, you will need a minimum of a good Bachelors degree in an appropriate discipline (a Masters degree will be an advantage). You will also need experience in a similar role in the ICT sector, be a strong team player, have outstanding interpersonal skills and be fluent in Arabic and English.

If you want to play a leading part in the roll-out of eGovernment in Jordan, send your comprehensive CV with covering letter, stating which position you are applying for, by E-mail to moict@thechoicein.com.

المبادرة لأردنية للحكومة الإلكترونية
JORDAN - GOVERNMENT INITIATIVE



Annex 6

Status of Recruitment – eGovernment (Excel)

Annex 7

Draft Projected Outline Timings for PMO Recruitment
(As at 30 March 2002)

Outline Organisation for eGovt Dept and PMO (ER/RDK)	31 March
Individual task analysis (ER/RDK)	04 April
Job Descriptions (ER/RDK)	07 April
Person Specifications (ER/RDK)	07 April
Advert design, preparation and finalization (RDK/ER/PR)	11 April
<u>Advert appears in Al Rai (Choice)</u>	<u>14 April</u>
80% Applications received	28 April
Initial Filtering (reject no-hopers) (Choice)	21-30 April
Personnel Profiling by Choice	21 Apr – 12 May
Initial interviews by Choice	21 Apr – 12 May
First long-list of 5 CVs for 3 to MOICT	05 May
First short-list agreed with eGovt Dept (MK/ER/RDK)	07 May
Interviews scheduled (RDK/MK/ER/MR)	
<u>First MOICT Interviews (RDK/MK/ER)</u>	<u>08 May</u>
<u>First hiring Decisions (MK/ER)</u>	<u>12 May</u>
First Negotiations and terms agreed (SecGen)	14 May
CV translated into Arabic (MR)	15 May
First submission to PM office for approval (MR)	16 May
First approval received from PM Office (MR)	30 May
First applicants resign from current post	31 May
Accommodation allocated/infrastructure installed (MR)	07 June
<u>First applicants takes up post at MOICT (MR)</u>	<u>28 June</u>
Earliest <i>possible</i> starting date:	01 June

Issues Affecting Timetable/Action

Positively

- We may have some candidates for eGovt Project Manager whom we can pick up for PMO
 - Scrutinise eGovt Project Manager applications for required skills – in hand (RDK).
- Candidates may be unemployed at present or can short-circuit notice period – reduces delay in appointment by one month.

Negatively

- Limited availability of skill-sets in Jordan limits application quality.
 - Candidates with best potential recruited and training will be provided within MOICT (In fact, this will probably be required in any event) (ER/RDK/MR).
- Negative image of HMGovt Ministries limits numbers of applications.
 - Focus of advertisement will be on eGovt using the corporate eGovt image and headline will read “eGovernment” not “Ministry” (RDK/ER/PR).
 - High impact advertisement including good use of colour and effective key-words and concepts (RDK/ER/PR).
- Volume of work delays interviewing and profiling by Choice.
 - Choice advised to take on temporary **qualified** staff (RDK).
- Limited availability of Head of eGovt delays short-listing and/or interviews.
 - Head of eGovernment advised of key dates to be kept clear for recruitment action (RDK/MK).
- Non-availability of translator delays submission of CVs to PM Office.
 - Director of Administration and Support advised of the need and tasked to secure suitable skill capability (MR).



DRAFT

e-Government in Jordan

Proposed Organisational Chart

Author: Elizabeth Rohde

Status: Draft Document

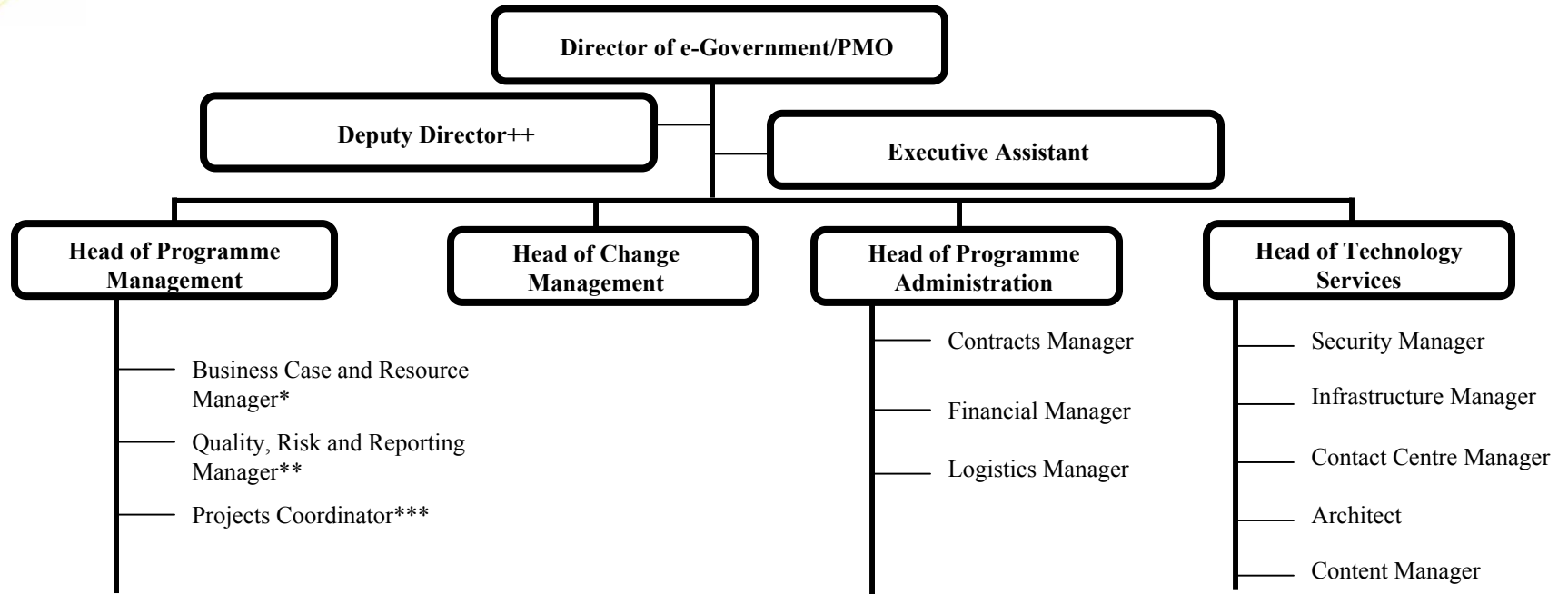
Classification: Confidential

Document Type: CM

Document Reference: GOJ-CM-PRCS-021-0.4

Version: 0.4

Issue Date: 17 April 2002



Note: The Director of e-Government is in essence in charge of the PMO. ie. PMO equals e-Government

*This role incorporates the functions of Business Case and Benefits Management and Resource Management

**This role incorporates the functions of Structure and Planning; Change Control; Risk and Issues Management; Reporting; Quality Management

***This role incorporates the management of all project managers; the Project Support Unit function

++ This role will include the function of identifying and analyzing new initiatives

DRAFT